

Streszczenie

One of the many reasons for the interest in the issues of social exclusion is the growing number of groups of people at risk of it. Social exclusion covers such phenomena as poverty, poverty and unemployment of individuals, social groups and entire communities. The concept of social exclusion is broad because a very large number of different types of factors may increase it. It may result from material deprivation, lack of education, and also disability, and the effects of this phenomenon may be much more numerous. Counteracting social exclusion is a very important aspect of human resource management as part of social policy, which must be effectively undertaken. Very often, poverty is treated as the main consequence of social exclusion, regardless of whether it was caused by disability, discrimination on the labor market, place of residence or education. A very important aspect of it is access to employment, which has an impact on functioning and opportunities for integration into society. Pursuant to Art. 49 of the Act of March 14, 2014 amending the Act on employment promotion and labor market institutions, which entered into force on May 27, 2014, people in a special situation on the labor market include:

- unemployed people up to 30 years of age,
- long-term unemployed (over 12 months),
- unemployed people over 50,
- unemployed people using benefits,
- unemployed persons using social assistance with at least one child under 6 or at least one disabled child under 18,
- unemployed disabled people.

The work of people at risk of professional exclusion, especially people with disabilities, is an issue that is considered by both theoreticians and practitioners in many aspects.

From the point of view of a disabled person, work is a factor that improves the quality of life and constitutes a basic element of social rehabilitation. For the state, which is obliged to care for disabled people, the possibility of obtaining income from gainful employment means reducing the funds allocated to the payment of pensions, allowances and other benefits. It is in the interest of the state to create favorable conditions for the performance of work by disabled people. Entrepreneurs who, in turn, decide to employ people with disabilities can count on various forms of support from the state. However, the organization of work in an enterprise where people with disabilities work is associated with specific problems. One of them is human resource management in a situation where

some of these resources are made up of disabled workers. This is a very difficult phenomenon for the organization. Managing human capital, which has psychophysical limitations, requires both the employer and other employees to be more involved in building positive professional relationships.

Managing a disabled employee in terms of professional work is a complicated process that begins with the appropriate planning of the work of the human resource and all elements that make up this work, and then organizing appropriate working conditions for him. Subsequently, the employer should use effective methods and tools to motivate the disabled employee to work, as well as control and inform about its results. Unfortunately - as the results of the research conducted in this paper also show - this process is complicated, and the activity and reliability of employers in the field of managing employee capital with disabilities has many shortcomings and elements that need to be improved. However, in order to talk about problems in the work environment at all, the first thing to do is to prevent a phenomenon that many disabled people struggle with, namely exclusion from the labor market.

The main purpose of the work is satisfaction assessment of human resource management, maintenance-oriented in employment or professional activation, people at risk of social exclusion (with disabilities) in the open labor market.

Achieving the main goal will be possible through the following auxiliary goals:

1. Assessment of the nuisance in the functioning of people with disabilities in the labor market;
2. Assessment of difficulties in functioning of people with disabilities in the workplace;
3. Assessment of the impact of work on health and meeting people's needs with a disability;
4. Assessment of the way of managing people with disabilities in the enterprise.

The reasons for undertaking such and not another topic in this dissertation were as follows:

- Exclusion from the labor market in the process of human resource management is perceived in the European Union as one of the most important social and economic issues.
 - Increasing number of groups of people at risk of social exclusion
- in particular on the labor market in Poland and abroad, it influences social exclusion, which leads to poverty of people at risk.

• Analyzes of research, the results of which may reduce the number of groups at risk of social exclusion in Poland against the background of the European Union, are of key importance for the proper functioning of human resource management processes in an enterprise.

For the purposes of the doctoral dissertation, the following hypotheses were adopted:

1. Development and implementation of programs dedicated to employers from the open labor market who employ people at risk of social exclusion, especially people with disabilities, facilitates their professional activation.

2. Financial support for enterprises employing people from particular risk groups should be considered as the optimal solution within preventive actions and corrective.

3. Advantageous tax solutions, social support and the possibility of obtaining subsidies favor the employment and retention of people at risk of social exclusion.

For the purposes of the doctoral dissertation and the verification of hypotheses, in addition to the analysis of literature in the field of human resource management in enterprises and the processes of social exclusion of people

with disabilities in the labor market, appropriate research methods and tools were needed, selected in such a way as to obtain the most reliable results. Therefore, the work used:

- methods of social research with the use of a questionnaire and interview supported by direct observation,
- quantitative methods - especially elements of multivariate statistical analysis.

Thanks to the conducted quantitative and qualitative research, the goals set in this dissertation were achieved. Overall, the hypotheses have been positively verified. Thanks to this, the author of the work formulated the following conclusions and summarized them as follows:

1. Disabled people constitute a special subpopulation on the labor market. They are characterized by much less activity in looking for a job than non-disabled people. They often lack professional experience, appropriate competences and education. They are a group that is a very big challenge, especially organizational for employers on the open labor market. Employing people with disabilities requires, inter alia, incurring additional costs. At the same time, special employee rights granted to disabled employees may effectively discourage employers from employing them.

2. The motivator for employers to employ people with disabilities on the open labor market are various programs under active labor market policies. They include people with disabilities as well as their employers. In general, these programs in individual highly developed countries are similar to each other and based on: subsidies for employment, elimination of architectural barriers and in communication, improving the qualifications and level of education of these people and imposing the obligation to employ a certain number or percentage of disabled people in relation to the entire crew. In some countries, there are also benefits and other tax preferences in relation to this with the employment of disabled people and cooperation of enterprises with employers employing such people. In the case of Poland, the process of professional activation of people with disabilities in the open labor market is carried out using very similar assumptions and tools as in other highly developed countries. Their effectiveness - as indicated by the quoted ones in this work, reports and reports - it is, however, slightly worse. For this reason, the adopted rules are constantly being modified. And so, for example, disabled persons with special diseases may be, under certain legal and financial conditions, attractive employees for employers from the protected, but above all, open labor market. In order to increase the employers' interest in employing disabled people with the highest degree of disability, differentiation in the amounts of subsidizing their salaries has been used for several years. In addition, people with the most seriously ill and diagnosed with diseases such as epilepsy, mental illness, complete or significant loss of vision, mental retardation and general developmental disorders are entitled to much more funding than people without diagnosed such diseases. Increased subsidy amounts when hiring people with significant and moderate disability, and additionally with diagnosed special diseases, were to constitute a form of compensation for employers who incur significant organizational and financial costs for their employment.

3. Special working conditions and adapting them to the needs of disabled people, along with providing them with appropriate medical care, are a requirement for employers operating in protected conditions. On the other hand, employers operating on the open labor market, wishing to employ people with disabilities, are not obliged to maintain standards, even similar to those of sheltered employment establishments. This suggests that the natural places of work for the most severely disabled are sheltered workshops and disabled cooperatives, while the least ill

should be employed on the open labor market. The trend that is currently being observed is slightly different than assumed. Employees with the least illnesses are less frequently employed in the open labor market than employees with more severe illnesses. One can easily look for such a reason in the excessive diversification of subsidies for salaries and subsidies due to the degree of disability and additional diseases. Unfortunately - as shown by the opinions of employers in the qualitative research - this differentiation causes pathological behavior of employers, for whom the main motivator to employ a disabled person is not the potential and capital of people, and financial matters. Unfortunately, their scale is not known. There is a strong need to modify some elements of the support system for employers employing disabled people on the open labor market. First of all, these are issues related to the aforementioned differentiation of the amount of wage subsidies due to the degree of disability and additional health disorders.

4. At the same time, careful attention should be paid to the process of educating people with disabilities at the level of school, vocational or post-secondary education (especially assistance in starting studies). The current education process does not prepare potential disabled employees to the requirements of enterprises on the open labor market. And although the employers themselves, the respondents in this study, claim that their employees have the required competences, in the quantitative study the interested parties themselves - disabled employees - indicate that there is a lack of offers on the labor market that would meet their needs, but also competences and knowledge. The system of supporting the employment of people with disabilities in the open labor market should also provide for greater emphasis on appropriate, reliable and suitable for interested persons (both employers and and potential employees with disabilities) information on the procedure for taking up professional activity of disabled people on the open labor market. According to the surveyed disabled employees, this area is neglected and unreadable for them. So-called legal and administrative also pose a real challenge for employers.

5. Managing disabled employees is a big challenge for entrepreneurs. Not every employer knows how to plan the work of such employees, organize their workplace, motivate them to safe and effective employee activity, and finally, with the help of what tools to control their work and inform about the results. In all these management functions - as the results of the research in this paper show - there is

still a lot to be done. There is a dire need to create a system that has support in addition to in the economic and legal area, it would prepare the employer for effective human capital management, which requires a different approach than non-disabled employees. And despite the fact that, in general, equality is sought in many aspects, it must not be forgotten that, in line with the humanization of work, every employee in the organization should be treated individually due to their abilities, but also psychophysical limitations and needs.

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